

NFAC 5576-79  
17 October 1979

Memorandum for

25X1

Subject: Your Memo Re Evaluation of Finished  
Intelligence dated 5 October 1979

1.  and I also benefited from our recent discussion of the subject with you and your group. He is providing you his separate comments.

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2. In my opinion, NFAC production definitely should be evaluated, but by an office external to NFAC. In this respect, DDO's reports evaluation "system" is somewhat suspect.

3. With respect to the questions in your memorandum:

No. 1 - The criteria you lay down appear to be reasonable. Suggest you break output being evaluated into three parts (shown below) and evaluate each separately since the purpose, scope and environment in which developed are somewhat different. Generally, the Senior Review Panel has judged only items in group b.

a. NFAC current reporting and quick response actions such as typescripts.

b. Interagency papers (NIEs/SNIEs and IIMs), generally of a longer range, more estimative nature.

c. NFAC office products.

No. 2 - Within NFAC--yes. NITs, DCID No. 1/2, and NFAC country priorities give general guidance to NFAC for analyst allocation within NFAC's inventory of available skills and talents.

No. 3 - NFAC does consider this to be a desirable capability, but priority requirements must drive resource allocation. (The Panel does not attempt such wide cognizance.)

DERIVATIVE OF BY SIGNER  
DECLASSIFIED ON 17 Oct 85  
DERIVED FROM \_\_\_\_\_

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No. 4 - The Senior Review Panel exercises subjective judgment using such criteria as analytical soundness and completeness, readability, clarity, consistency, adequacy of scope, thrust and extent of estimative effort, organizational structure, timeliness, and utility to policymakers.

No. 5 - With respect to interagency papers, quality varies widely. Much seems to depend on the skills and experience of the NIO and principal drafter(s).

No. 6 - Not to any great extent.

No. 7 - Yes. The apparent lack of internal challenge and collegial review within NFAC other than that exercised by the Senior Review Panel has a negative influence on the quality of the final product.

No. 8 - Quite subjective. The Panel has not tried any such experiments.

No. 9 - Evaluation ideally should be by an external review group. Theoretically, the Panel is such a group-- independent, collegial and objective. The principal advantages are independence and objectivity. The primary disadvantage may be lack of knowledge as to the peculiar nature and demands of intelligence work.

No. 10 - There probably is some truth to the claim. The so-called military estimates entail highly competitive agencies which perhaps account in part for such a judgment.

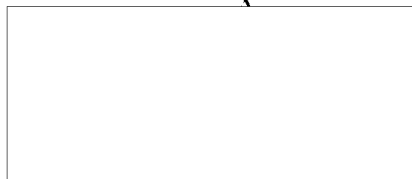
No. 11 - Fewer talented analysts can probably handle more work and do it better than a larger number of less capable analysts. NFAC's structure also may have too large a ratio of "Chiefs" to "Indians".

No. 12 - Too much on current reporting and not enough on longer term estimates and research.

No. 13 - The Panel has not been involved in this matter.

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No. 14 - Cost-effectiveness may not be a particularly good way to measure the value of an intelligence product. You never really know what your intelligence "successes" are and the cost of failure may be incalculable. On the other hand, relative cost does give an indication of the relative importance and therefore priority attributed to each product. I don't have any alternative to suggest.



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